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# STATES OF JERSEY



## STAFF RECRUITMENT AND RETENTION (R.35/2025): EXECUTIVE RESPONSE

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Presented to the States on 14th May 2025  
by the Public Accounts Committee

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STATES GREFFE

## REPORT

In accordance with paragraphs 69-71 of the [Code of Practice](#) for engagement between ‘Scrutiny Panels and the Public Accounts Committee’ and ‘the Executive’, the Public Accounts Committee (PAC) presents the Executive Response to the Comptroller and Auditor General’s (C&AG) Report entitled: [Staff Recruitment and Retention](#) (R.35/2025, presented to the States Assembly on 17<sup>th</sup> March 2025).

**Deputy I. Gardiner**

Chair, Public Accounts Committee

## COMMENTS

The Committee intends to review the Executive Response in detail and will be presenting further comments on the response in due course.

## Chief Executive - Executive Response to C&AG Report: [Staff Recruitment and Retention](#) – Response due by Friday 2<sup>nd</sup> May 2025

### Summary of response:

The Chief Executive and Chief People Officer welcome the Comptroller and Auditor General's (C&AG) report on staff recruitment and retention. There is broad agreement with the findings and recommendations of the report. Work has been ongoing to make improvements in many of these areas and the information provided through the report allows officers to prioritise and target key issues while ensuring a proportionate response to risk, without increasing cost.

It is recognised that recommendations 1-4 are linked to organisational design having the right resources in place to deliver those designs. There needs to be strong recognition of how these inform one another: where the organisation undertakes a review of its services, departments should be ensuring that as part of any review, this informs the workforce plan and its implementation.

Currently, departments will be at different stages in this planning cycle depending on ministerial objectives, changes in department leadership structures, government plan deliverables (including anticipated changes to service models) and financial constraints. For example, changes in demographics are more likely to have a direct impact on front line services that deliver directly to the individual, such as health and care services, than on corporate support functions. Notwithstanding this, the organisation needs to keep the ways in which it delivers services constantly under review to respond accordingly to any changes in the operating environment. Chief Officers are responsible for ensuring that the resources of departments are used economically, efficiently and effectively and organisational design should be a matter of business as usual for all departments. For this reason, this improvement plan does not commit to any specific actions in respect of individual departments but does include activity to strengthen the support available to departments in sequencing and delivering service and workforce plans. Chief Officers will be reminded of the requirement to maintain service delivery models, which then link into a robust workforce plan, ensuring that skills shortages are noted at an early stage to enable relevant focused delivery of specific training and / or focused recruitment.

### Risk assessment and decision rationale

Recommendations	Risk of non-implementation	Risk profile (E,H,M,L)	Other considerations in prioritisation	Is the recommendation agreed?	Improvement theme (If applicable)
<b>R1</b> Finalise and approve future service delivery models and strategies for all significant areas of public services.	Failure to plan and develop strategic vision, clear service delivery models and strategies could lead to a lack of focus of service delivery, duplication and/or diluted effort, inefficiency and ultimately could reduce organisational performance and	Med	The commitment to reduce the size of the public service requires departments to be agile, responding to opportunities to deliver workforce savings. Chief Officers and Senior Managers are responsible for strategic planning and the development of service models. It is accepted that	Agreed It is accepted that all departments should undertake strategic planning and develop service delivery models. People Services will work with departments	<b>Workforce Planning</b> – Departments to continue to undertake this work at a time appropriate to their circumstances and need.

	could have a negative effect on the achievement of desired outcomes.		Departments will be at different stages in this planning cycle depending on ministerial objectives, changes in department leadership structures, government plan deliverables and financial constraints. All departments publish a business plan that outlines their priorities and performance objectives for the year.	to ensure that the Chief Officers determine appropriate timetable for this work which is dependent on the service profile.	
<b>R2</b> Ensure that workforce plans for all departments are linked to available service strategies and departmental business plans and are updated when future service delivery strategies are developed and approved.	Failure to align, review and update workforce plans could lead to negative impacts on the future capability, capacity of a department and their ability and future performance in the delivery of objectives and services.	Low	Departments are required to develop workforce plans. A toolkit, processes and support are in place to support Chief Officers. The toolkit ensures alignment with department strategy and service plans. This will include the Department or service vision, Common Strategic Policy priorities, Department business plan and any other future service delivery that may be in place. Progress in the delivery of workforce plans are monitored.	Agreed. A toolkit, process, training and support is in place to enable Departments to undertake and review workforce plans and ensure alignment to Government and Department strategy and priorities. People Services continually monitor progress, quality and facilitate the continuous improvement of department workforce plans.	<b>Workforce Planning</b> – No further action at this time, continued development and regular monitoring and review of workforce plans will be driven through People Services.
<b>R3</b> Document specific training and development plans that address the future skills needed by the current workforce and set out how the pipeline for the future workforce will be developed.	Failure to identify and develop training and development plans to address future skills needed may lead to skills shortages in the organisation that could negatively impact the capability and capacity to deliver services to the public.	Med	Workforce planning undertaken by departments identifies skills shortage areas at a department level. This information informs priority areas for development. Departments are responsible for the development of specialist skills required to meet future need. People Services are responsible for identifying, planning and ensuring generic skills and behaviour training, management and leadership skills are developed.	Agreed The workforce planning toolkit and People Services support enables departments to identify specialist and professional skills shortage areas and develop action plans. Departmental workforce plans inform the Jersey Public Service Workforce Plan and the	<b>Workforce Planning</b> – Review and, where appropriate make changes to the central government training and development offer to ensure alignment with future organisational need as identified through the Workforce planning process. Amend offer and launch. As part of

			<p>The Jersey Public Service Strategic Workforce Plan identifies priority areas for delivery.</p> <p>The delivery of this plan requires prioritisation due to finite resources available. Workforce planning continues to be a work in progress as departments build their learning and maturity in undertaking this process.</p>	central development offer.	<p>business as usual People Services will continue to support departments in the continuous improvement of their workforce planning process through training, support and regular review.</p> <p>In areas where it is recognised we have skills shortages, job families and structured training is already in place or will be put in place as part of business as usual (linked to R15)</p>
<b>R4</b> Document action plans for the implementation of the departmental strategic workforce plans to include the staff responsible for the actions and the timescales for implementation.	Failure to document action plans with timescales and allocated responsible owners could lead to skills shortages in key areas and negatively impact the organisation's capability and capacity to deliver services to the public.	Low	Documenting action plans is a departmental responsibility; a toolkit and support are available to support this activity. Departments have appointed Senior Leaders who are responsible to lead this work. People Services undertake regular review and progress reporting is in place. People Services will provide guidance and support where skills gaps are identified by a department. Key issues are included in the Jersey Public Service Strategic workforce plan.	Agreed People Services will ensure that all Chief Officers are made aware of their responsibility to implement plans.	<b>Workforce Planning</b> - No additional actions at this time however the regular monitoring, review, support and quality improvement of workforce plans will continue to be driven by People Services as part of business as usual activity.
<b>R5</b> Update and improve recruitment pack procedures to include:	If this recommendation is not implemented, hiring managers / recruiters may be unconsciously non-compliant with recruitment policy. Inconsistency in the	Med	Hiring managers / recruiters are required to comply with the recruitment and selection policy. Hiring managers are required to retain documentation of the recruitment process they have	Agreed People Services are already working to improve Recruitment processes and	<b>Recruitment -</b> Guidance, templates and checklists will be provided to hiring managers / recruiters,

<ul style="list-style-type: none"> <li>introducing a standard recruitment pack template accompanied by clear guidelines on what is required from recruiting managers</li> <li>a requirement for departments to submit completed recruitment packs to People Services; and</li> <li>a programme of central review of completed recruitment packs to provide assurance on compliance with required processes and procedures.</li> </ul>	<p>application of recruitment policy and procedure can affect the quality and timeliness of appointments and future capability of the organisation. Possible conflicts of interests not documented as part of the process, could lead to real or perceived conflicts in the recruitment process. There is a high possibility of non-return of packs or completed packs which would prevent effective audits, leading to an inability to evidence practice and negatively impact the ability to improve practice and procedure.</p>		<p>undertaken – this is identified in the older and newer versions of Recruitment and Selection policy.</p> <p>For Government of Jersey senior posts as defined by the Jersey Appointments Commission (JAC), records are already maintained by the Talent and Resourcing Team.</p>	<p>compliance to policy and procedure as part of their business as usual activity.</p> <p>Processes will be implemented to improve policy compliance and record keeping</p>	<p>to improve consistency of process and compliance with recruitment policy and collation and retention of required paperwork. A process to improve record keeping will be developed and implemented.</p>
<p><b>R6</b> Review and clarify the requirement to involve the JAC in senior appointments, including senior appointments at Arm's Length Bodies.</p>	<p>Failure to implement this recommendation could reduce the robustness of process which could lead to less impartial processes and/or inappropriate appointments to senior roles.</p>	Low	<p>The Jersey Appointments Commission have clear guidelines and checklists published here - <a href="#">Guidelines for the recruitment of Senior States Employees, appointees and members of independent bodies</a>. This includes a list of independent bodies that fall within the direct remit of the Commission. Templates are available and published.</p>	<p>Agreed in part. Clarification of the requirement to involve the Jersey Appointments Commission will improve understanding by Government of Jersey Leaders and the appointment to Arm's Length Bodies.</p>	<p><b>Recruitment</b> - Review current recruitment training and ensure information regarding the Jersey Appointments Commission guidance is included and correct.</p>
<p><b>R7</b> Ensure that interim appointments are made for defined periods and are reviewed sufficiently early</p>	<p>Failure to implement this action could mean interim appointments become prolonged and postholders gain employment</p>	Low	<p>All interim appointments are time based, and the dates are already captured centrally in Connect People. Managers receive notification through</p>	<p>Agreed In place. A record is already maintained through</p>	<p>No action required.</p>

within the defined period. Maintain a central record of such appointments to ensure that review procedures take place on a timely basis.	rights and this subsequently impacts the States Employment Boards' ability regarding permanent appointments.		Connect People advising them of contract end dates.	Connect People system, which records defined appointment periods and provides alerts to the line manager in good time for the end of contract date.	
<b>R8</b> Document formally the factors taken into account when making recruitment decisions that go outside of stated policies so that it is clear how risks have been balanced and policies prioritised.	If this recommendation is not implemented, it may be more difficult to demonstrate how decisions have been made and what disclosures were made as part of any recruitment process.	Med	Decisions made outside of policy are required to be fully documented.	Agreed. This must form part of the recruitment pack provided by the hiring manager when closing the recruitment process.	<b>Recruitment -</b> Review current process, update and publish guidance and ensure included in relevant training. Develop a process to support compliance, ensuring records are saved appropriately and securely.
<b>R9</b> Ensure that a robust strategy is documented and actioned sufficiently early to mitigate risks to the successful appointment of a permanent Chief Executive.	If recommendation is not implemented, it may be difficult to secure a timely appointment to the post of Chief Executive.	Low	Strategy for appointment to the post of Chief Executive is the decision of the Chief Minister with advice from the Jersey Appointments Commission, and the Chief People Officer.	Agreed No action is required at this time. Planning for the recruitment of a new Chief Executive will start early at the appropriate time to mitigate risks outlined. The Chief People Officer will hold this recommendation.	No action required at this time.
<b>R10</b> Ensure that all departments are advertising and applying the policy regarding relocation expenses on a consistent basis.	If the recommendation is not implemented, inconsistent decisions may lead to inequity in how new appointees are treated.	Low	New policy is already published on gov.je.	Agreed In place	<b>Recruitment</b> Information on the HCJ websites will be updated by the end of Q2 2025.
<b>R11</b> Ensure that a consistent policy is applied for the provision of Government	There is a risk that there could be inequity amongst keyworkers and their colleagues, resulting in	Low	A keyworker accommodation policy is already in place.	Not agreed On the balance of risk and administrative effort to ensure a consistent	N/A

accommodation for employees.	reduced morale and potential grievances			process is in place. However, departments will be reminded of their obligation to work in line with the policy. In addition, Chief Officers, or their delegates, can make exceptions, these must be in line with the PFM and an exemption to policy should be disclosed.	
<b>R12</b> Undertake a review of the management of Government accommodation for employees and consider which option delivers best value for money. In doing so, ensure that there is an agreed alignment of rental income and maintenance budgets.	If this recommendation is not actioned, there may be vacant units that will still be recharged to departments thereby incurring costs and returning no income.	Low	This will require engagement from several Government Departments. It will require approval from Accountable Officers (AO's) and consideration in department business plans in preparation for the 2026/2027 government plan, as it will change how accommodation is subsidised.	Agreed In process	<b>Governance</b> Action to be considered by relevant Accountable Officer, supported by People Services
<b>R13</b> Document and apply a consistent policy and monitoring programme for the design and application of reward packages across the States.	If not implemented there is a risk that inconsistencies and perceived unfairness in total remuneration packages at the most senior levels could persist where scrutiny is highest.	Low		Agreed In process.	<b>Policy</b> – appropriate policy to be developed, consulted and implemented.
<b>R14</b> Develop, adopt and implement a clear and consistent approach to apprenticeship opportunities including a consistent approach to funding.	Failure to implement this recommendation risks not attracting on-island talent, if we do not have enough local development opportunities available this could lead to difficulty to recruit and negatively impact our future capacity and capability.	Med	Departments identify and fund early in careers posts.	Agreed In process subject to Executive Leadership agreement.	<b>Talent</b> Present a strategy for the development of the Government of Jersey early in careers offer for consideration by Senior Leaders.



<b>R15</b> Ensure structured training and development courses are connected clearly to identified skills shortages and identified training and development needs.	Failure to implement this recommendation risks not training the workforce we need for the future.	Low	See R3 In areas where it is recognised we have skills shortages, job families and structured training is already in place	Linked to R3. Agreed In place Any new skills shortages in areas will be identified as part of business as usual based on their workforce plans	<b>Workforce Planning</b> – see R3
<b>R16</b> Undertake a review to identify opportunities for multi-disciplinary training.	Failure to implement may lead to inconsistent methodologies being used across multiple services and could result in increased training costs.	Low	People Services learning and development team manage a Forum where all departments come together and opportunities to share resources and work together are encouraged and facilitated.	Agreed Whilst the potential of the recommendation is acknowledged there is insufficient resource to prioritise action at this time.	<b>Training and Development –</b> People Services will continue to facilitate joint working where they are aware of opportunities.
<b>R17</b> Enhance the monitoring and enforcement of compliance with statutory and mandatory training requirements.	By not completing the corporate statutory and mandatory training areas may be open to risk of legal compliance. Potentially this puts employees and customers at risk.	Med	A promotion and enforcement of compliance for mandatory and statutory training has been ongoing throughout 2024. This has increased completion rates. Currently training is online using the Connect system, therefore accessibility is an issue for some employees where they do not have access to a personal work device. Completion of statutory and mandatory training is included as part of the performance management process	Agreed The enforcement of mandatory and statutory training remains a priority and is part of People Services business as usual.	<b>Training and Development –</b> Develop alternative provision of training for groups of staff without a work device.
<b>R18</b> Require managers and leaders to collect 360 degree feedback as part of their performance appraisal data.	Failure to implement this recommendation may mean our leaders may not understand how they are perceived by others.	Low	Although initially proposed as part of the leadership programme the cost of offering 360 on a widescale basis prohibited implementation. There is no budget for the provision of 360 feedback. There is existing functionality in Connect People which allows all colleagues to request feedback from any other member of staff as part of the performance review process. They also receive anonymous	Not agreed The risk of non-implementation of the recommendation is largely mitigated through existing provision and the financial requirements to implement is not assessed as being	N/A

			feedback on their impact, through the Be Heard employee engagement survey.	proportionate to the risk at this time.	
<b>R19</b> Implement a programme of work that provides assurance as to the quality and consistency of the staff performance review process.	Failure to implement this recommendation may mean performance management success is measured solely by completion rates rather than the quality of objectives and conversations.	Med	It is important to recognise the potential for using the process to enhance employee engagement, motivation and ultimately increase organisational performance. Previously there has been a focus on engaging employees and managers to participate in the online performance management system. The department focus will now move to improving consistency and quality of the experience.	Agreed This is essential to promote a high quality and consistent experience for all employees across the organisation.	<b>Performance management</b> Develop a performance management pathway which includes toolkits and best practice resources to support each stage of the process, ensuring that performance objectives, conversations, and ratings are meaningful, consistent.
<b>R20</b> Develop and implement a standard policy and procedure for exit interviews. In doing so, ensure that leavers are encouraged to share their reasons for leaving.	Failure to implement could lead to missed opportunities to identify and tackle organisation or team issues and concerns.	Low	A standard process for exit interviews has been implemented as of February 2025. Findings from exit surveys are collated and analysed regularly.	Agreed In place	No action required.

Prioritised improvement plan:

Action theme	Actions	Target date	Responsible Officer
<b>Workforce Planning</b>	Review and where appropriate amend the central government training and development offer to ensure alignment with future organisational need as outlined in the Public Service Strategic Workforce Plan.  People Service will continue to support departments in the continuous improvement and further development of their work force plans through regular review, support and training.	December 2025	Head of Organisational Development
<b>Recruitment</b>	Review and where necessary update guidance on roles and responsibilities of the hiring managers / recruiters to ensure compliance with recruitment policy requirements.	December 2025	Head of Talent Acquisition

	<p>Guidance, templates and checklists will be provided to hiring managers / recruiters, to improve consistency of record keeping and to ensure records of the recruitment process and decisions, are appropriately saved. Ensure training is up to date, appropriate and targeted.</p> <p>Update current recruitment training to ensure information regarding Jersey Appointments Commission guidance is included and correct.</p>		
<b>Training and Development</b>	Develop, pilot and promote alternative provision of statutory and mandatory training for groups of staff without a work device.	December 2025	Head of Organisational Development
<b>Performance Management</b>	Develop a performance management pathway which includes toolkits and best practice resources to support each stage of the process, ensuring that performance objectives, conversations, and ratings are meaningful, consistent.	July 2026	Head of Organisational Development
<b>Talent</b>	Present a strategy for the development of Government of Jersey early in careers offer for consideration by Senior Leaders.	September 2025	Head of Resourcing and Talent